

Leveraging Lean Strategy to Improve Organizational Performance

**Gayle E. McGinnis, Sr. Director of Care Improvement
(Lean)**



Harvard Vanguard
Medical Associates
Atrius Health

Session Agenda

- Introduce Harvard Vanguard Medical Associates
- Why Lean?
- Lean Journey
- Performance Improvement System
- What We Have Learned
- How To Start

About Harvard Vanguard

A non-profit, multi-specialty medical group with 16 offices across eastern Massachusetts, affiliated with Atrius Health.



- Serves 495,000 patients
- Employs 633 physicians and 4,500 total employees
- Leaders in the state when clinical quality is measured by the Massachusetts Health Quality Partners (MHQP)
- Rated among top 100 employers in Massachusetts 5 years in a row
- Part of Atrius Health Pioneer ACO

Why Lean as a Strategy?

“The single most important critical factor missing in healthcare organizations is a management system that supports improvement.”

***John Toussaint, CEO Healthcare Value Network
CEO Emeritus for ThedaCare***

How does Lean address that?

Significantly changes the way an organization approaches performance improvement:

- People are the greatest asset.
- Through people ever-improving performance is achieved
- Structured approach (scientific method) to problem solving to improve processes and create value for patients.

Harvard Vanguard's Reason for Action

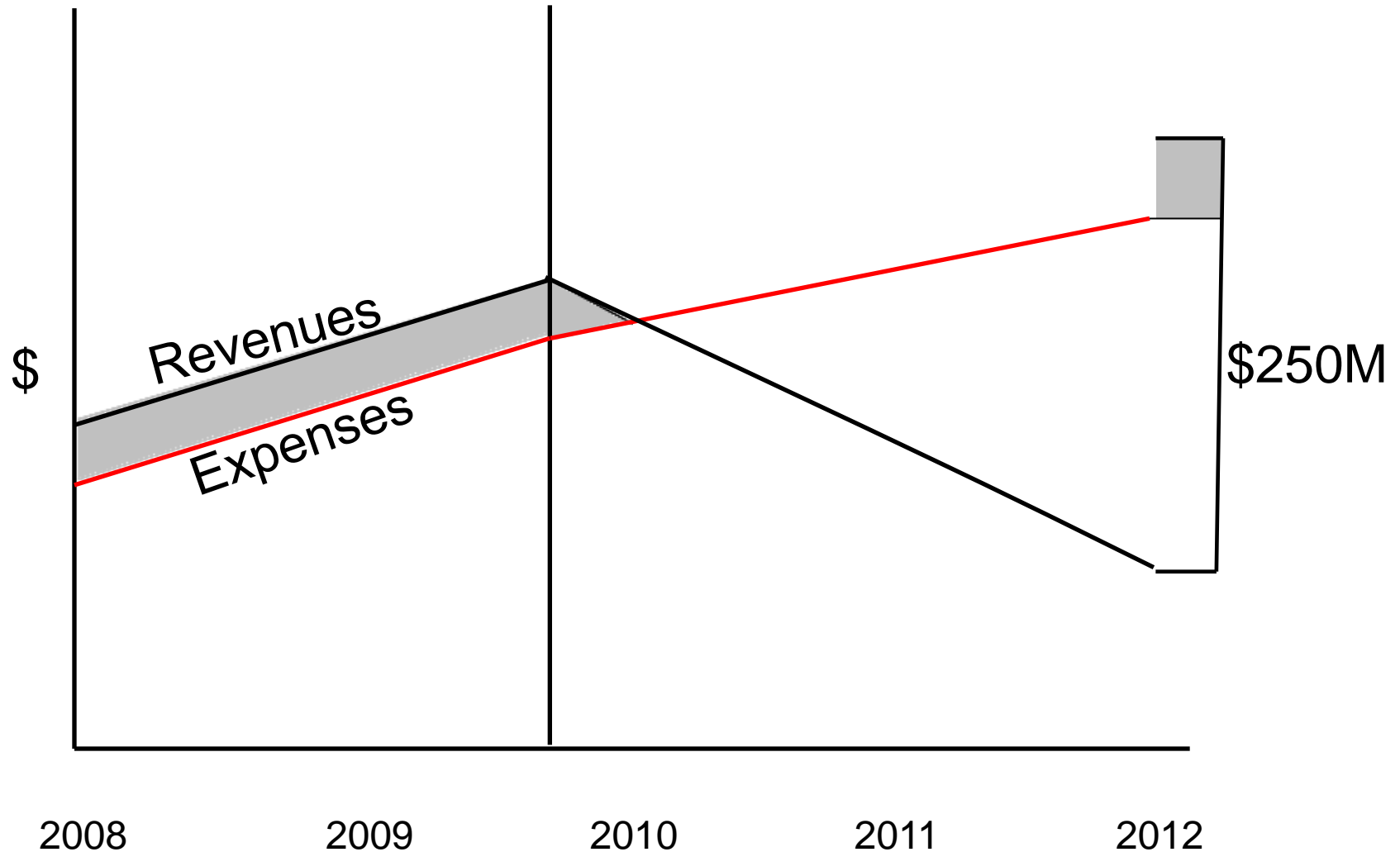
- The current health care environment is shifting at an unprecedented rate
 - greater transparency
 - severe and abrupt downward pressure on revenue
 - greater risk sharing by providers and patients
- Providing great medical care will require a significant transformation in the way our clinical teams care for their patients
- Each of us will have to change what we do on a daily basis

Reason for Action (continued)

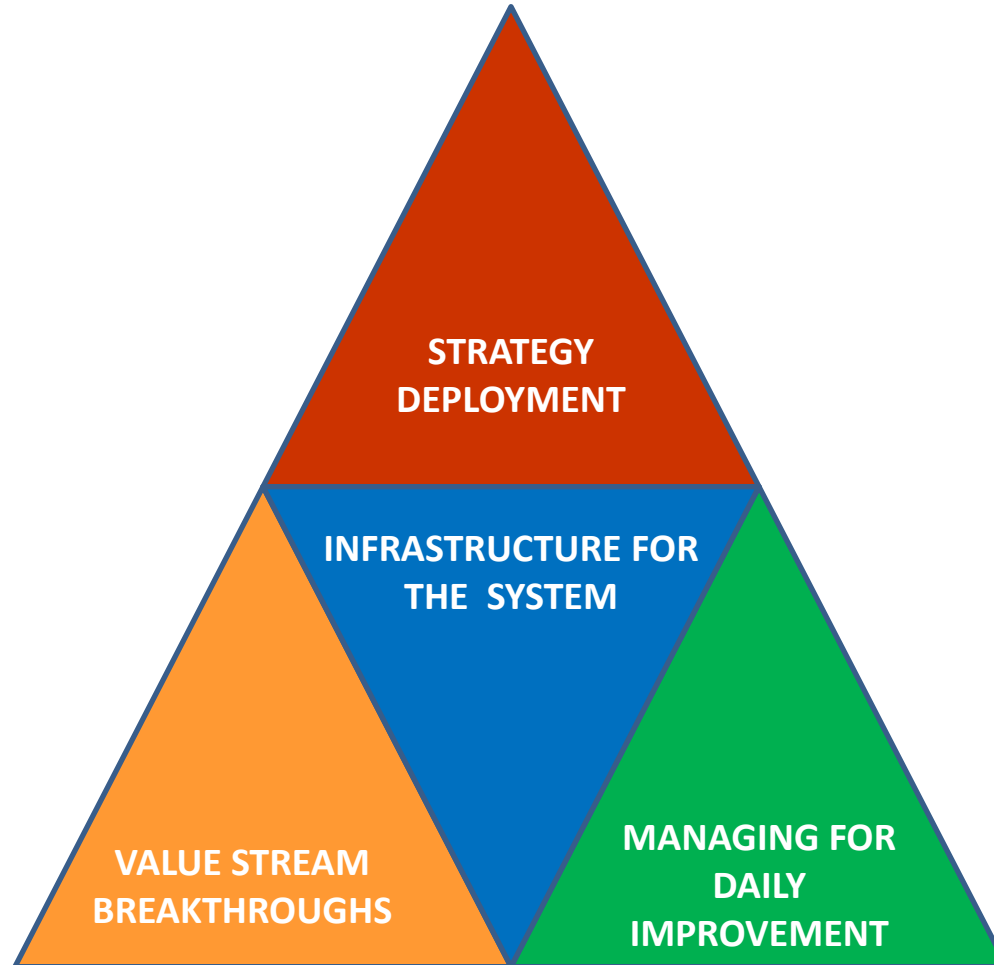
SHIFT FROM	TO
Independent	Interdependent
Fragmented and episodic	Integrated and coordinated
Volume based	Value based
Site and specialty focused	System focused

Therefore we must deliver higher quality care and improved patient experience at a markedly lower cost.

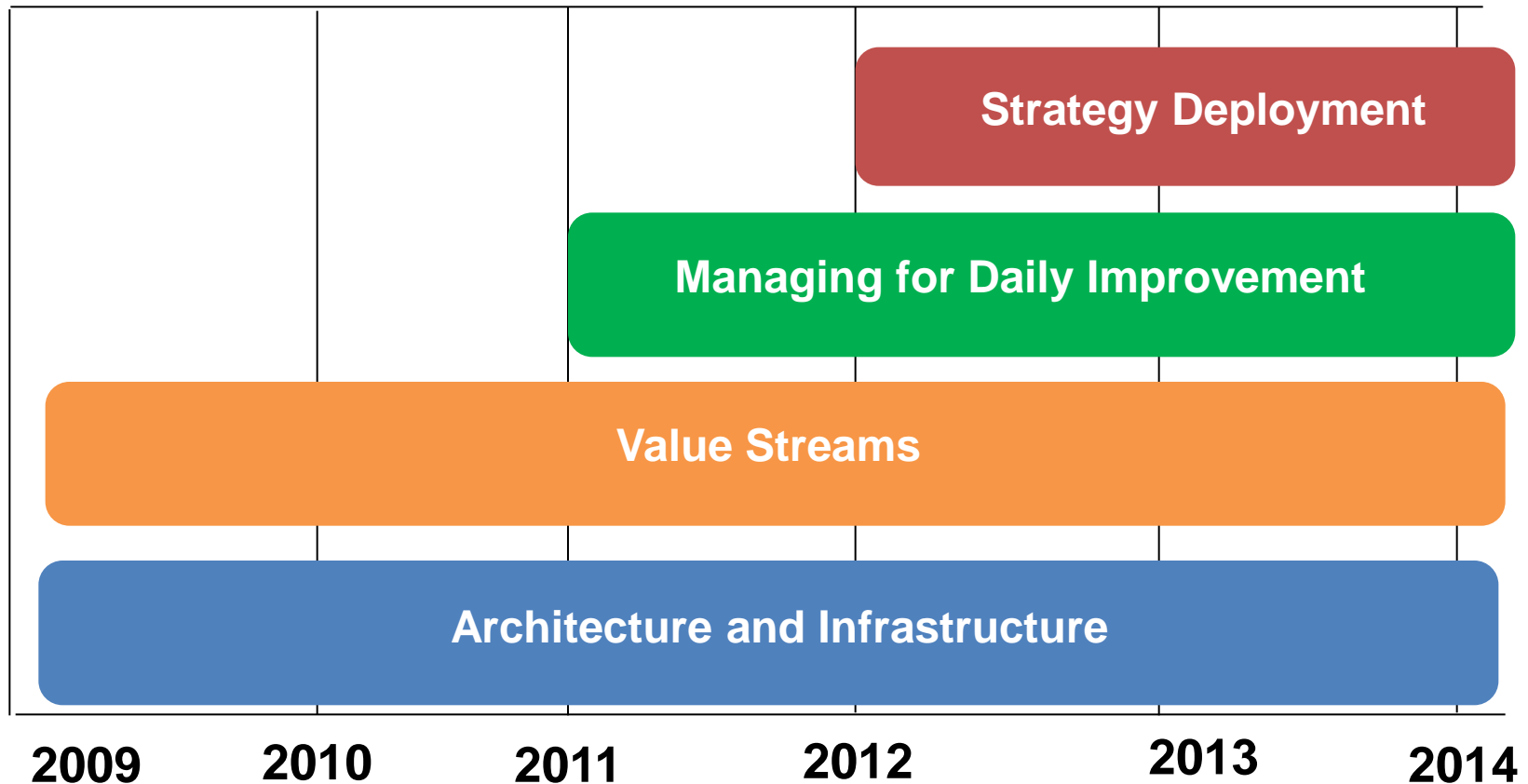
Reason for Action (continued)



Harvard Vanguard's Performance Improvement System



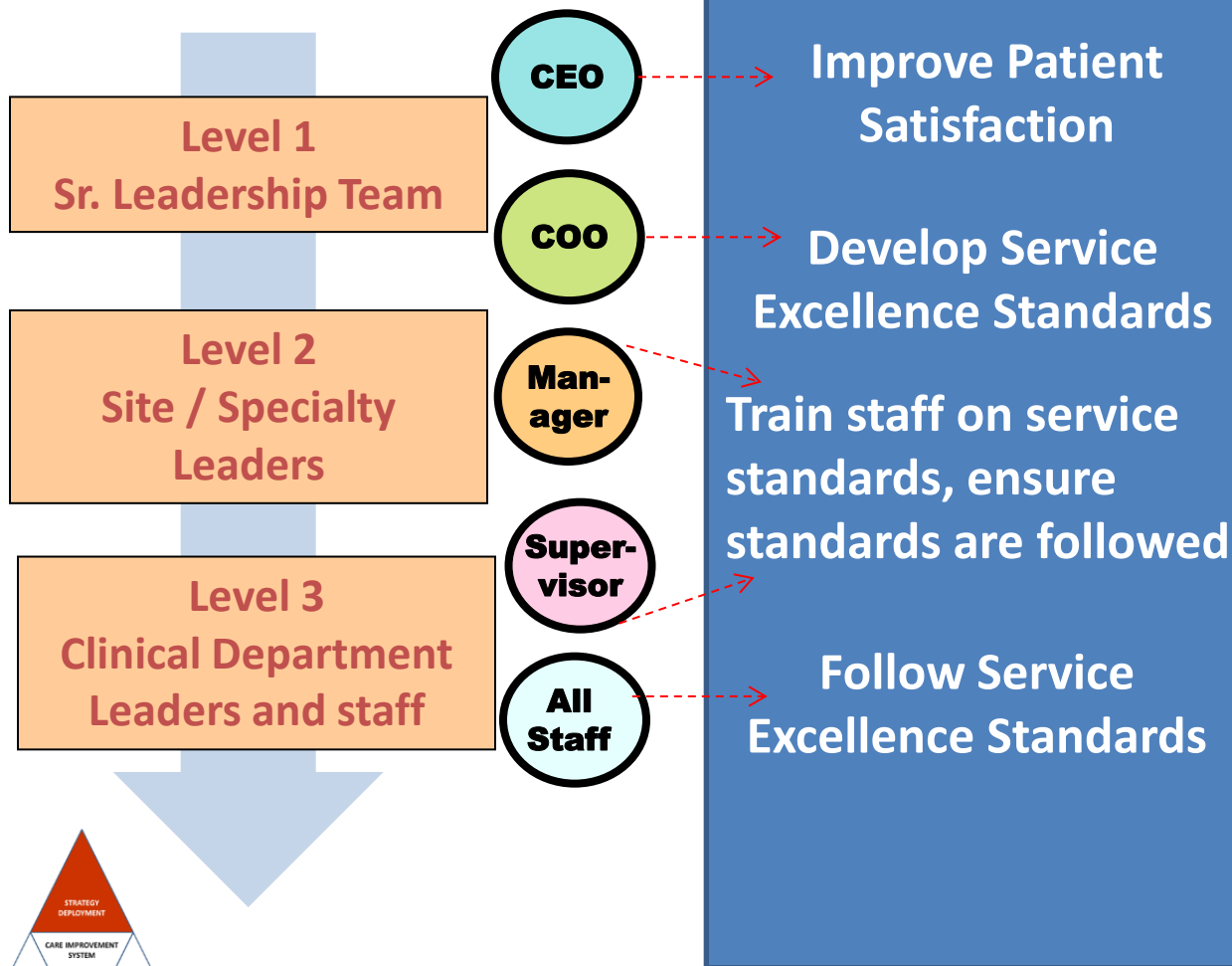
Lean is a journey that does not end



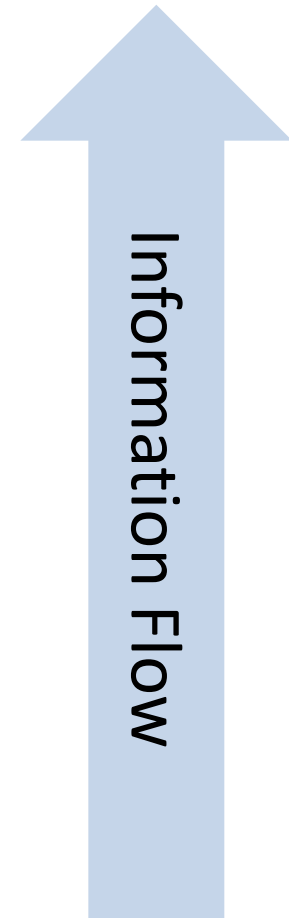
Harvard Vanguard Lean Implementation

Strategy Deployment aligns organization

Strategy Deployment



Knowing the Status of Business Real Time:



Value Stream Breakthroughs

- **Launch where 10%+ improvement is needed to support business**
- **Deliverables are:**
 - **Creation of improved processes by the people who perform the work**
 - **Adherence to new process by all involved in the process to improved and sustained performance**
 - **Spread of improved processes to other practices**



Value Stream Mapping: identifies the steps (value added and non value added) to provide a service .



Managing for Daily Improvement (MDI)

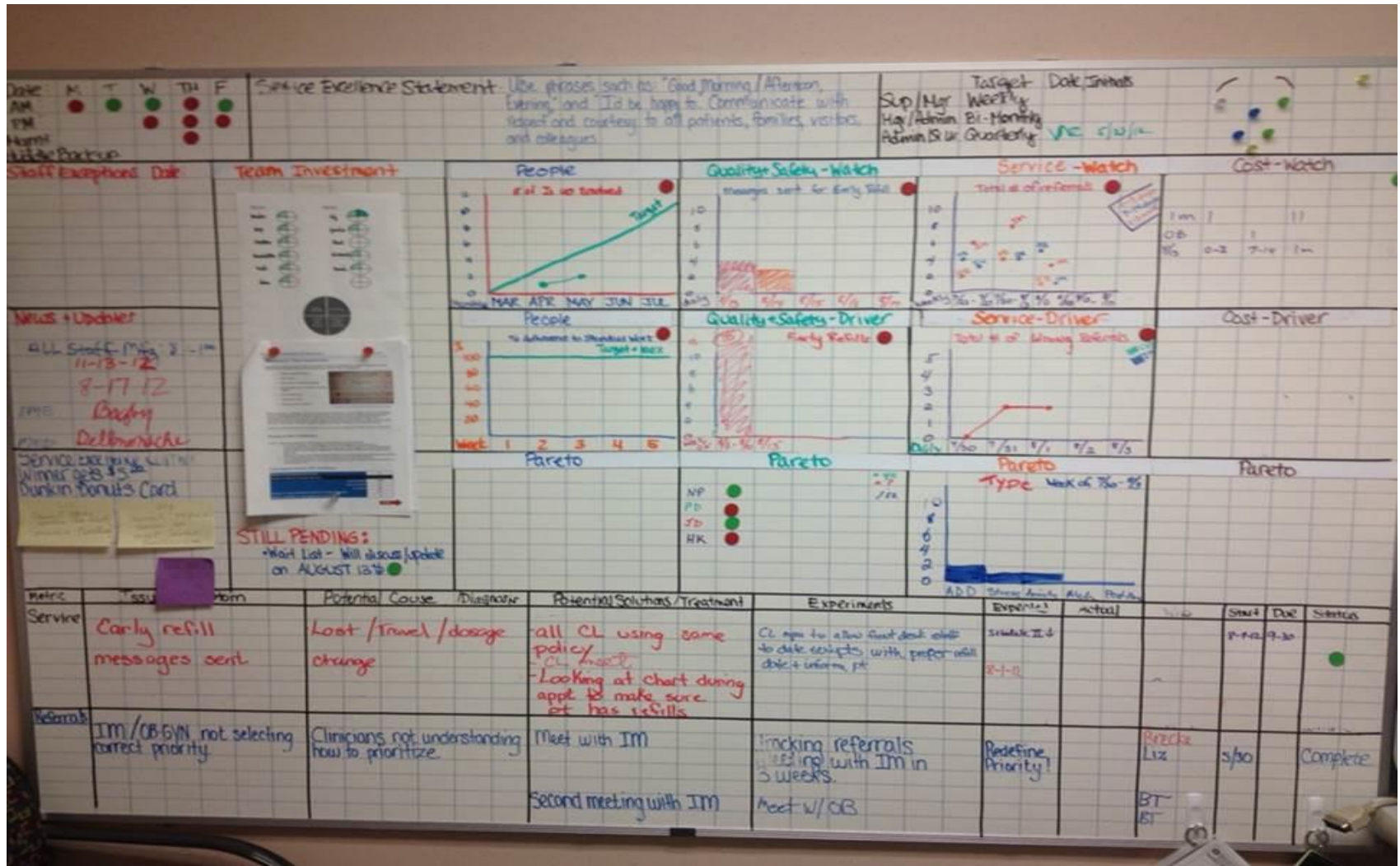
- Cascades strategy deployment initiatives and metrics to the front line
- Visual management boards are where teams engage in problem solving
- MDI involves all team members in continuous process improvement



Daily team huddle



Harvard Vanguard MDI Board



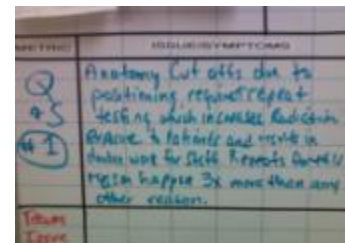
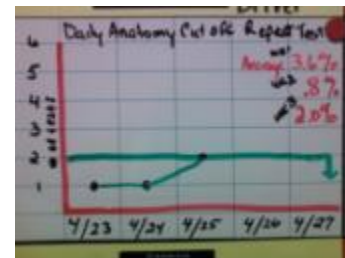
Radiology Team MDI Success Story

- Watch Metric = Repeat Tests
- Team brainstormed potential drivers, used pareto and 5-Why analysis to determine the root cause
 - **Why** are we having excessive repeat tests?
 - Because of anatomy cut-offs (determined by pareto chart)
 - **Why** are we having anatomy cut-offs?
 - Because of cut-offs at bottom of films (determined by go-and-see by team members)
 - **Why** are we having cut-offs at bottom of films?
 - Because calibration is off on x-ray machine
 - **Why** is the calibration off on the x-ray machine?
 - Because the frequency of calibration does not match equipment needs (determined by review of calibration records)

Root Cause!



COUNTERMEASURE: Change calibration contract to optimize frequency of calibration.



Infrastructure maintains and improves the Performance Improvement System

- A core team who coach leaders and staff to adopt A3 thinking
- A central repository of knowledge and processes for deployment across the organization
- A “school of improvement” for future leaders
 - Trainings
 - Rapid Improvement Events (RIEs)
 - Process for leaders to come into and out of the core team



True North Metrics: Our Balanced Scorecard

True North Metric	Definition
People	Engagement of staff to continuously improve
Quality and Safety	Zero Defects
Service/Delivery	Services delivered on demand
Cost	No waste / all value add
Growth	Care for more

BREAKTHROUGH RESULT

Developing People – “School of Improvement”

**Green
Certification**

4,153

**A3 Thinking
Training**

2,968

**Bronze
Training**

703

**Kaizen
Events:**

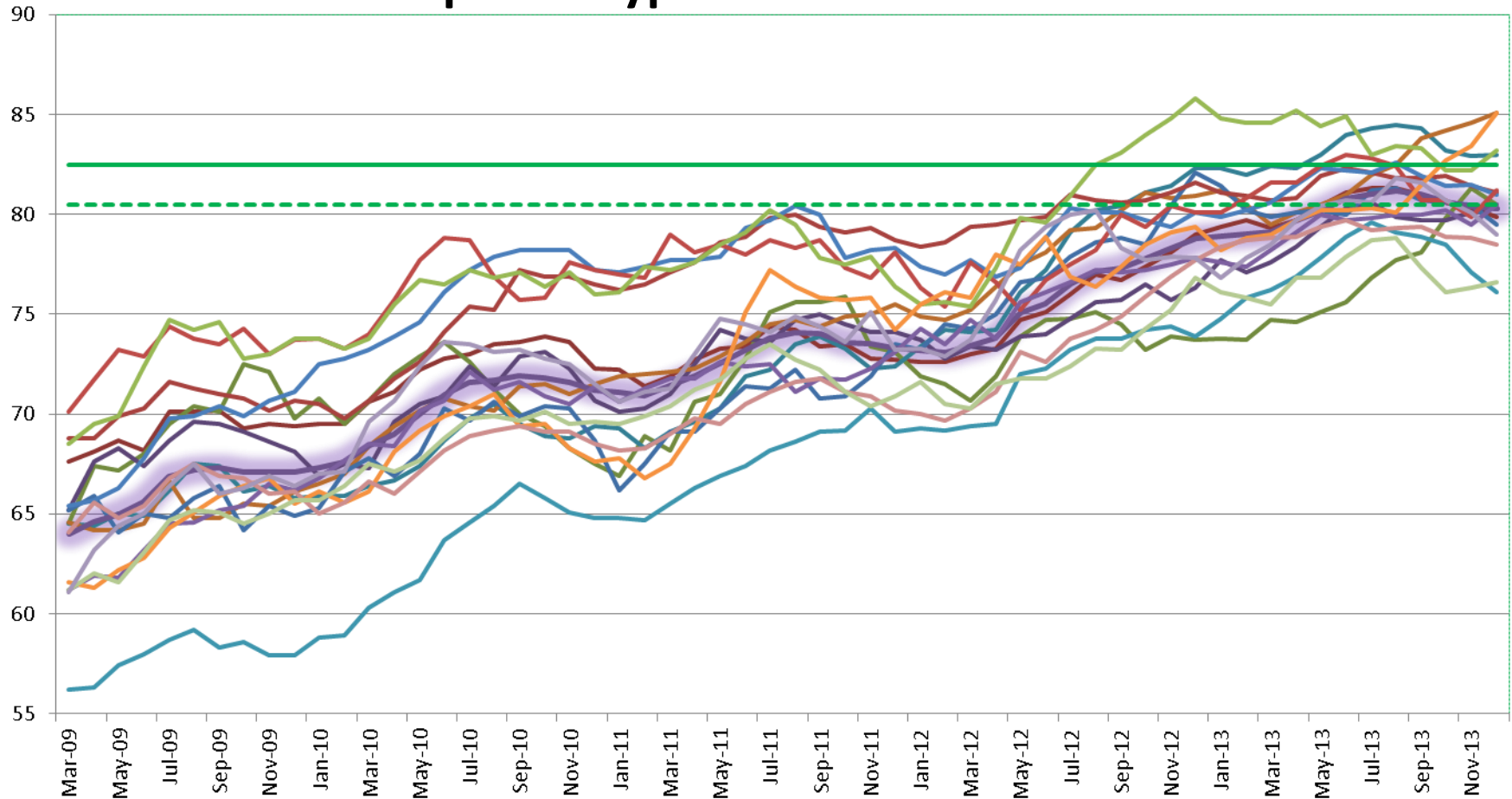
1,459 total
235 MD

“Build people, then cars” - Taiichi Ohno, who helped establish the
Toyota Production System

BREAKTHROUGH RESULT

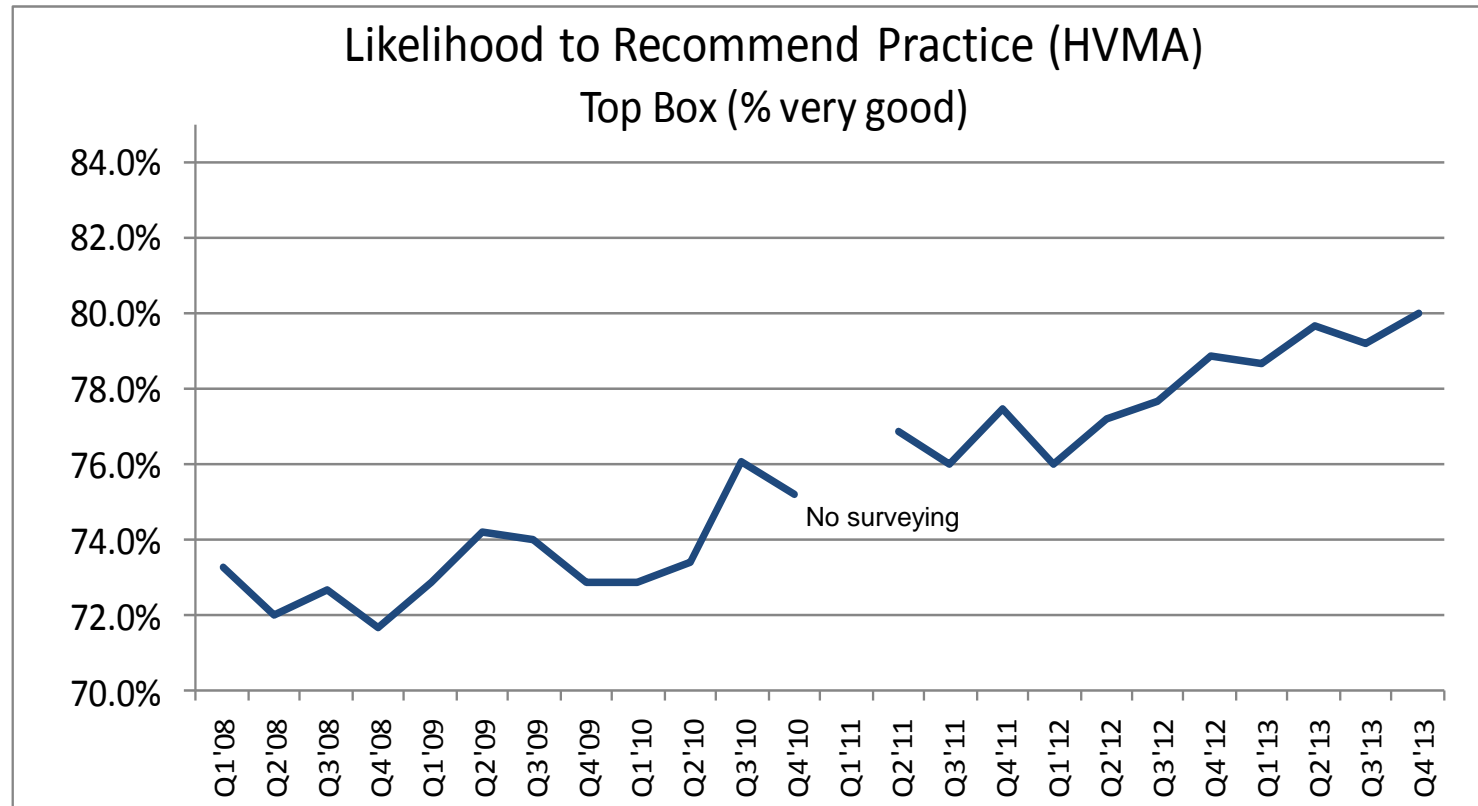
Improved Quality

Top Tier Hypertension Performance



BREAKTHROUGH RESULT

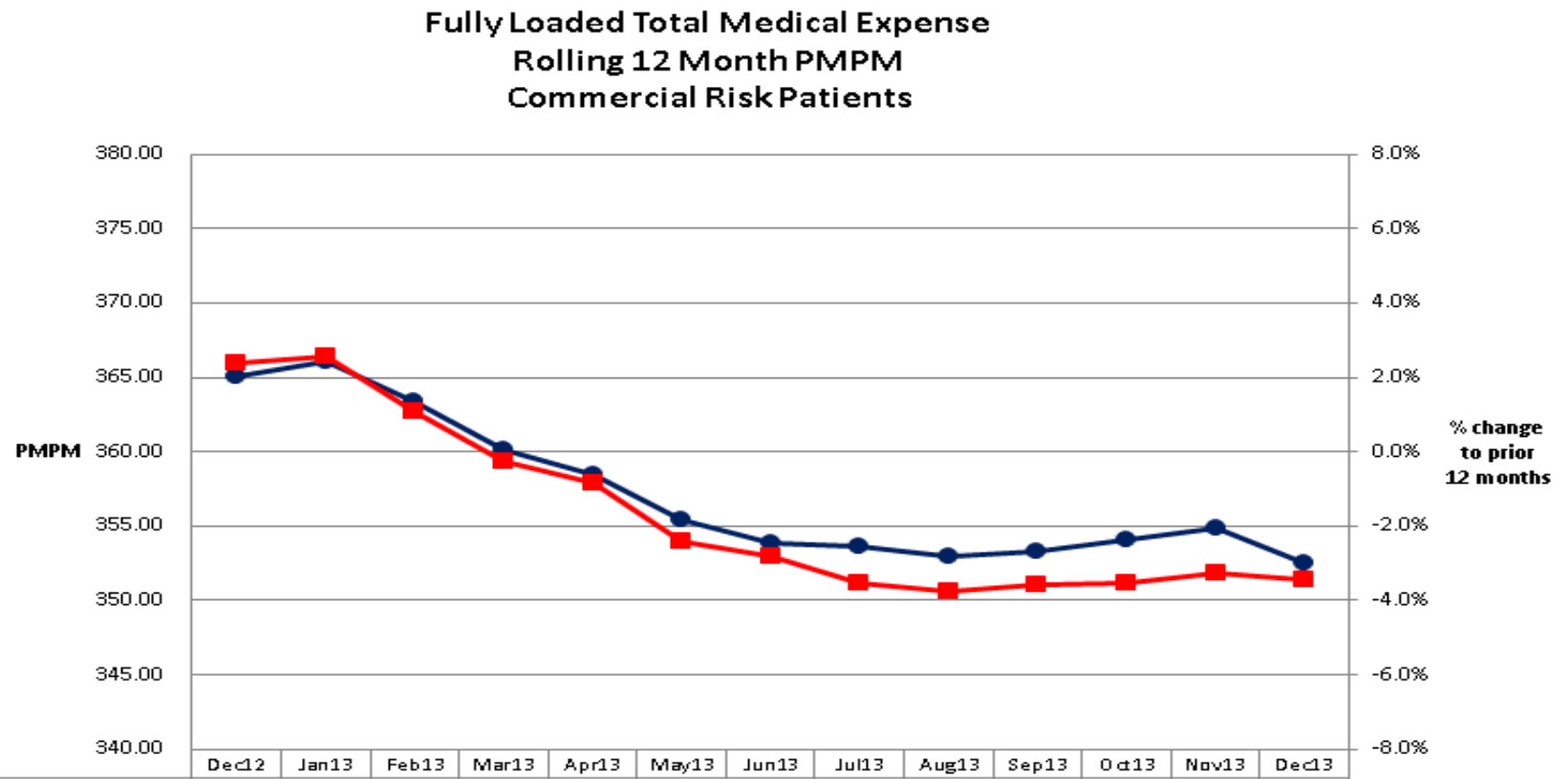
Improved Patient Satisfaction



Line= introduced email survey & added pediatric patients

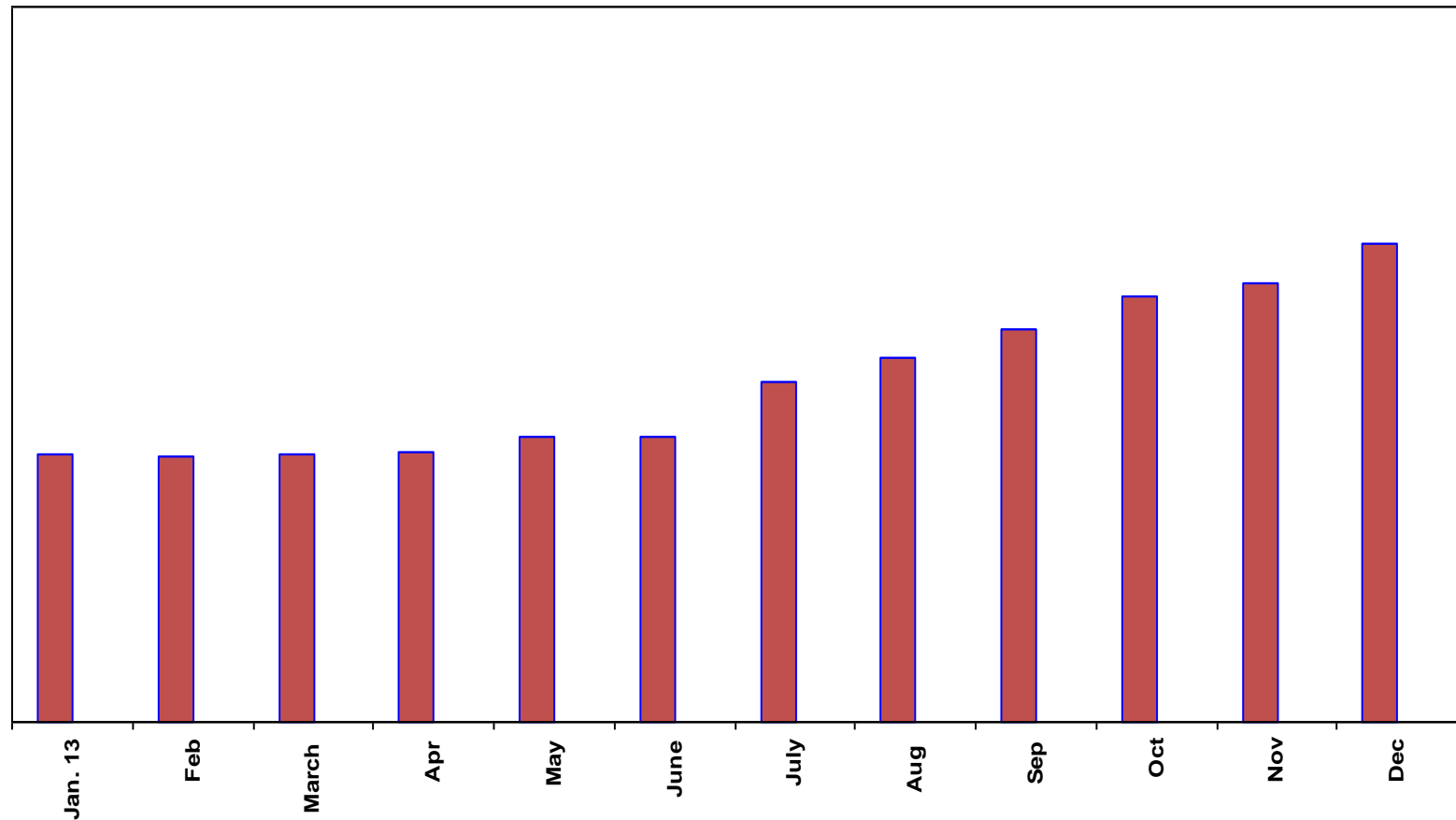
BREAKTHROUGH RESULT

Costs – TME Reduced by 5%



BREAKTHROUGH RESULT

5.4 % Increase in Total Active Patients (2013)



Reflections From Our Journey

- Leadership commitment and involvement is essential
- Lean expertise from an external coach is essential when starting the journey
- Trusting the process is not easy and resistance to standard work was more than expected
- Developing internal “lean leaders” early on accelerates implementation
- The voice of the customer (patient) is invaluable

Reflections From Our Journey (continued)

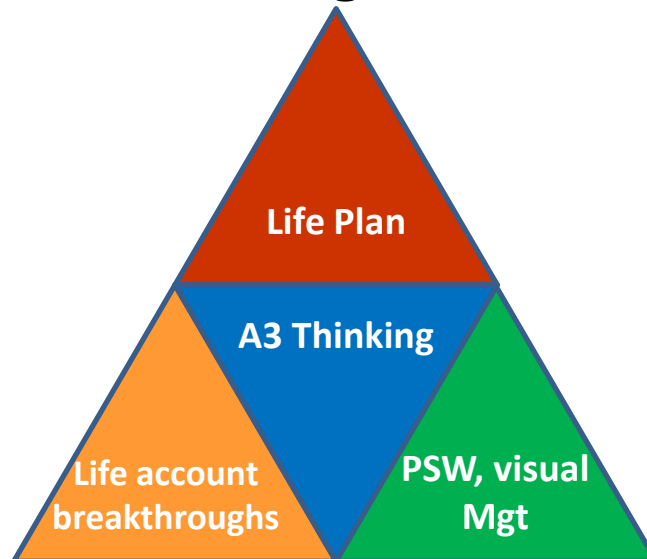
- **MDI is a critical component for the improvement work/culture change**
- **A burning platform improves engagement**
- **Value stream mapping helps you see what is currently happening to and for patients and envision how it could be better**
- **Transformation requires deep, personal learning (YOU have to change)**

My Journey

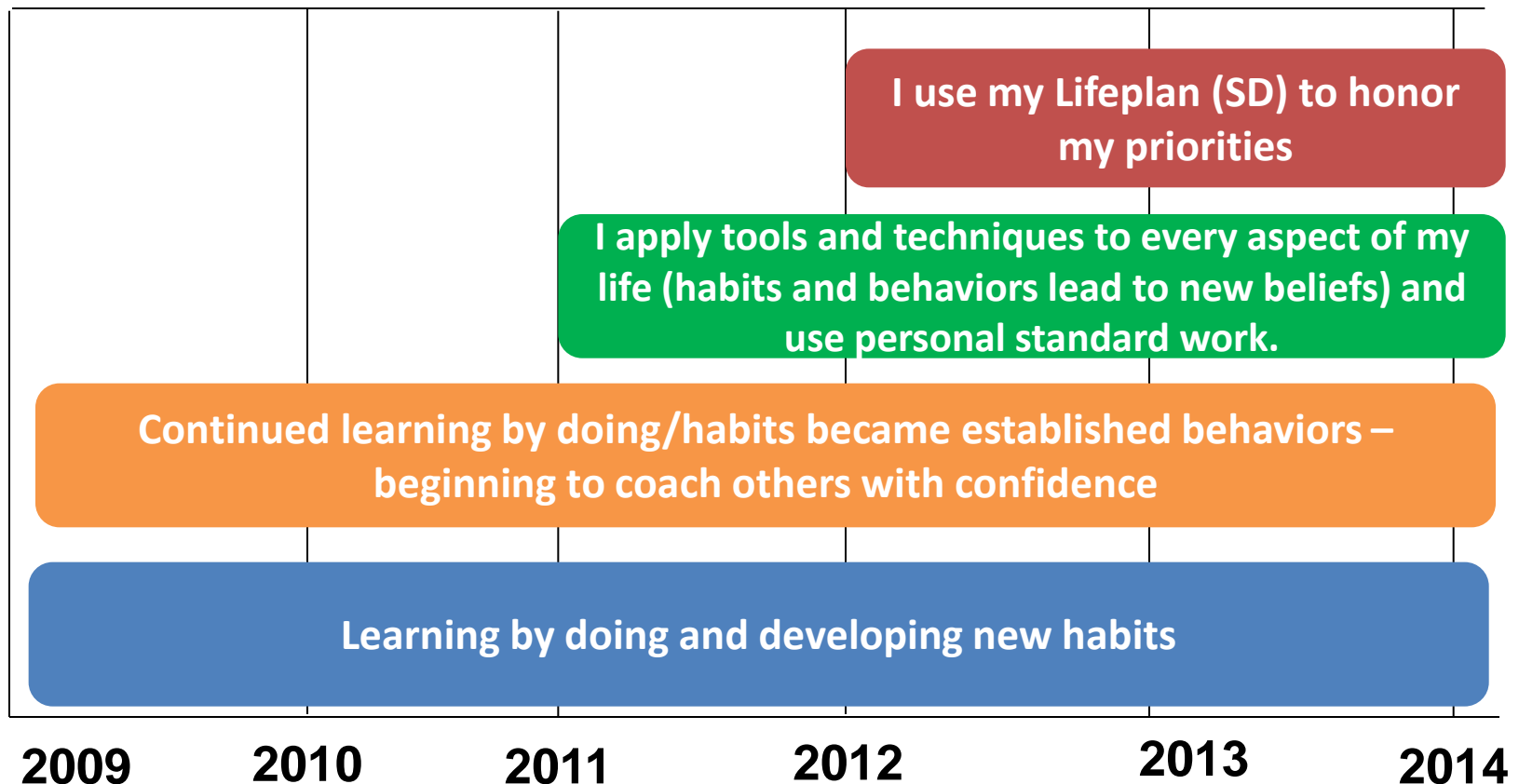
I am scattered both professionally and personally. Important things are being deferred, deprioritized and / or falling through the cracks in my personal life.

As a result I feel ineffectual in spite of the energy and effort expended and am behaving as if I am powerless to change the situation.

Therefore I must . . .



My Journey



How Your Organization Can Apply Lean as a Strategy

Steps That Got Us Here

1. Chose an executive to lead transformation
2. Partnered with a lean coach (Simpler Consulting)
3. Developed an organizational plan (using A3 thinking) to begin our cultural transformation
4. Recruited and developed a core lean team to build infrastructure

Steps That Got Us Here (continued)

5. Built component parts of the system in the first 3 years and then integrated the parts into a management system
6. Established a no layoff policy for efficiencies created through lean activities
7. Developed a process to move lean trained staff into leadership roles
8. Developed a leadership-physician compact

Harvard Vanguard Leadership-Physician Compact

We, the physicians and leadership of Harvard Vanguard, acknowledge that in order to achieve this shared destination and to respond to the changing healthcare environment, we need to work together with clear expectations of each other. Therefore we agree to fulfill the responsibilities in our compact and to hold ourselves accountable to live them daily.

Responsibilities of Formal Leaders

- Communicate effectively and openly; be visible, accessible and responsive to physicians.
- Develop, document and use best practices in our work.
- Set clear priorities and focus on them. Provide clear information that helps others make progress on the key priorities.
- Optimize decision-making by soliciting physician input, utilizing shared decision-making whenever possible and manifesting transparency.
- Provide infrastructure and support for work-life balance and career development.

Shared Responsibilities

- Provide/Support excellent patient-centered care.
- Foster trust and be trustworthy.
- Treat everyone with respect.
- Be responsible financial stewards of our group's resources.
- Contribute to a professional, fair, high quality and productive work environment.

Responsibilities of Harvard Vanguard Physicians

- Communicate effectively and openly; be visible, accessible and responsive to clinical and non-clinical colleagues.
- Acknowledge our interdependence and collaborate to realize the power of our multispecialty group practice.
- Develop and accept Harvard Vanguard standards for best practices in clinical care, and apply them to benefit our patients and mission.
- Be informed and engaged citizens of our practice, clinically and financially, strategically and locally.
- Demonstrate leadership of the clinical team and be a role model in the practice.

Closing Thought

*“If you think you can or you think
you can’t,
chances are you’re right.”*

- Henry Ford